



## Volunteer & Combination Officers Section of The International Association of Fire Chiefs

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# VCOS Strategic Plan

***Dedicated to Securing and Expanding the Future of Volunteerism in the  
Emergency Service Community***

## Table of Contents

<b>Executive Summary .....</b>	<b>1</b>
<b>Leadership Message .....</b>	<b>3</b>
<b>Acknowledgements .....</b>	<b>5</b>
<b>Strategic Planning Process .....</b>	<b>6</b>
<b>Our Organization.....</b>	<b>7</b>
<b>Challenge Statements and Strategic Initiatives .....</b>	<b>8</b>
Challenge 1: Capabilities & Competencies .....	8
Challenge 2: Community Relationships.....	14
Challenge 3: Recruitment.....	18
<b>Outcome: .....</b>	<b>21</b>
Challenge 4: Retention of Organizational Members.....	23
Challenge 5: Organizational Structure, Strategic and Financial Planning .....	26
Challenge 6: Legislation & Regulations.....	32
Challenge 7: Reputation Management.....	37
Challenge 8: Fire-Based Emergency Medical Services.....	40
<b>Implementation Methodology .....</b>	<b>44</b>
<b>Timeline .....</b>	<b>45</b>
<b>Appendix A – Summit Steering and Funding Committees.....</b>	<b>47</b>
<b>Appendix B - Glossary.....</b>	<b>48</b>
<b>Appendix C – Summit Attendees .....</b>	<b>50</b>

## Executive Summary

Faced with the challenge of an ever-changing present and an ambiguous future in terms of the utilization of volunteers as a major component of staffing emergency service organizations (ESO), the Volunteer and Combination Officers Section of the International Association of Fire Chiefs stepped forward to conclusively identify the problems and begin plotting the course for long-term solutions. VCOS Chairman Timothy S. Wall called for a National Volunteer Summit to be held, and the organization's board of directors convened a group of 150 emergency response leaders that represented the gamut of ESOs—in terms of size and funding—from around the country. As a result, major deficiencies of the current system were identified, and work has continued in order to formulate practical, rational and durable solutions that will ensure the success of the emergency response sector for the foreseeable future.

Justification for convening the Summit is based on the continuous decline of community-minded individuals who are not only willing but also able to sacrifice their time to be trained to the professional standards that are merited by all emergency service organizations. The life of a volunteer firefighter or EMS member requires enormous flexibility and sacrifices that impact their personal and, often, professional lives; until many of these issues are addressed, the number of volunteers available will continue to decrease.

The solutions produced from the Summit are achievable and can be replicated across a broad spectrum of ESOs and are compatible even among demographically dissimilar communities. The components identified include:

- **Capabilities & Competencies** – The current “teach-for-all-risks” method of training and credentialing results in a burdensome process that negatively impacts the goal of maintaining a thriving and vibrant volunteer membership.

**Action** – A training system based on defined community risk that is competency based to include a minimum standard of certification for all first responders is critical.
- **Community Relationships** – ESOs must increase the involvement of local community partners to determine current capabilities and future needs. A clear two-way system of communicating with the public is needed.

**Action** – A comprehensive community relations template needs to be developed by the VCOS for local officials to determine emergency protection requirements.
- **Recruitment and Retention of Organizational Members** – ESOs need proven methods to recruit members based on best practices, including information, resources, and awareness of how to ensure a more diverse and inclusive workforce. High-performing leaders recognize that creating a productive workplace that encourages individual growth, motivates members, and provides them with an environment that satisfies their individual needs is one of the keys to success. Additionally, leaders have to foster an organization that encourages diverse membership.

**Action** – Identify and develop criteria for retaining and recruiting best practices that can be replicated by other organizations.

- **Organizational Structure** – Current delivery models, bylaws, and organizational rules can be perceived as outdated and entrenched in traditions that obstruct efficiencies and the provision of professional services. Fire protection in North America is not organized on a consistent basis. Depending on geographic location and political boundaries, ESOs are not structured using a universally accepted model. There is a significant lack of strategic planning for the future needs of the community, ESOs and first responders.

**Action** – Develop and provide model programs for ESO governance, financial operations, strategic planning and citizen risk reduction.

- **Legislation & Regulations** – Current laws and regulations, both at the state and federal levels, create impediments to the sustainability of volunteer ESOs. Many legislative bodies are not familiar with the needs of volunteer staffing and lump all ESOs into one category. Each ESO staffed with volunteers requires legislation designed with the volunteers in mind. This is not to say that organizational or performance standards should be lessened, but the implementation of standards needs to recognize the significant staffing component differences. Standards and regulations must be scalable based on community needs. One size does not fit all.

**Action** – Engage the IRS in discussion about modifications to regulations regarding volunteer compensation.

- **Reputation Management** – This is the foundation of viable ESOs. Members of ESOs are held to a high standard and trust must be maintained. The ESO and its membership are extremely vulnerable to public oversight and backlash.

**Action** – Identify and acquire best-practice case studies, existing educational tools, and resources to assist local ESOs in the development of reputation management and crisis response plans.

- **Fire-Based Emergency Medical Services** – The provision of EMS has long been a function of ESOs, but more than ever it is at the forefront of challenges faced with the demand for increased services. Issues regarding scope of practice, deployment, response workload, funding, and others create challenges for ESOs that must be addressed in a proactive manner.

**Action** – Research and gather information from ESOs that have been delivering emergency medical services successfully within their communities and compile best-practice resources based on their system designs, policies and procedures, response practices, deployment strategies, etc.

The challenges facing ESOs and the communities they serve require a huge commitment of resources. The commitment must be aggressive and immediate or the viability and sustainability of volunteer-staffed ESOs will be in dire jeopardy. Ignoring the future of individual ESOs—at all levels of government—will result in the degradation of the quality of life throughout our country.

## Leadership Message



Dear Friends and Colleagues,

I believe it can be generally agreed that all fire & emergency services personnel share two objectives: We are all dedicated to protecting the lives and property of those we serve, and we are equally dedicated to ensuring that at the end of the day everyone goes home. How departments continue to achieve those objectives with the ever-increasing erosion of staff and resources is a dilemma we are all facing.

Some years ago, the Volunteer & Combination Officers Section (VCOS) of the International Association of Fire Chiefs (IAFC) determined that developing a strategic plan to address the challenges facing volunteer Emergency Service Organizations (ESOs) had to become a priority. Without a strong and achievable long-term plan, our industry would not be sustainable and the delivery of public safety would be in crisis.

Our first foray into the development of a long-term strategy was with the 2004 publication of the Blue Ribbon Report: *Preserving and Improving the Volunteer Fire Service*. This document set out the many challenges facing volunteer fire departments (ESOs which utilize volunteers in their service delivery model), including lack of resources and lack of volunteers. This was followed in 2006 by the publication of the White Ribbon Report: *Keeping the Lights on, the Trucks Running, and the Volunteers Responding*.

Departments differ drastically - size, structure, human resources, location, services offered, and so on are unique to each department. The bottom line is that despite budget cuts, recruiting shortages, lack of equipment and a thousand other challenges, every day each of our ESOs finds a way to get the job done.

A team of almost 150 dedicated individuals met in Washington, D.C., in March 2011 to begin work on a new stratagem for the future of the volunteer fire service. Hundreds of hours of work over the following months conducted by teleconference and face-to-face work sessions identified the multiple challenges confronting volunteer ESOs.

We are now ready to launch eight “Challenges” with specific goals to be addressed during the next few years. We intend this to be the beginning of a new era of responsibility, expertise and professionalism with the ultimate goal of assuring that our ESOs are the best they can be. Our report, to be delivered as a strategic plan, is not the culmination, it is the starting point. We

know that further dedication and commitment will be required to implement the goals, but we believe we can do that with your participation.

The process of arriving at consensus and determining the best route to take for our final strategic plan was difficult, but we hope this document will set the pace for the future and will serve as a roadmap to the future for all of us.

Thank you to the IAFC Board of Directors for their support. Thank you to the delegates who shared their insight. Thank you to Emergency Services Consulting International for their guidance and expertise in formulating this plan. Most important is a thank you to our ESOs who continue to serve their communities with pride, duty and commitment.

Respectfully,



Fire Chief Timothy S. Wall  
Chair, Volunteer & Combination Officers Section  
International Association of Fire Chiefs

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## Acknowledgements

We would like to acknowledge the many people, groups, and organizations that came together to make the Summit and resulting Strategic Plan possible. The following have contributed time, talent and/or financial support:

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*International Association of Fire Chiefs (IAFC)*

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*Insurance Services Office (ISO)*

*IamResponding*

*Motorola*

*National Fallen Firefighters Foundation*

*Paratech*

*Provident Insurance*

*Target Solutions*

*W.S. Darley*

*Redden Group*

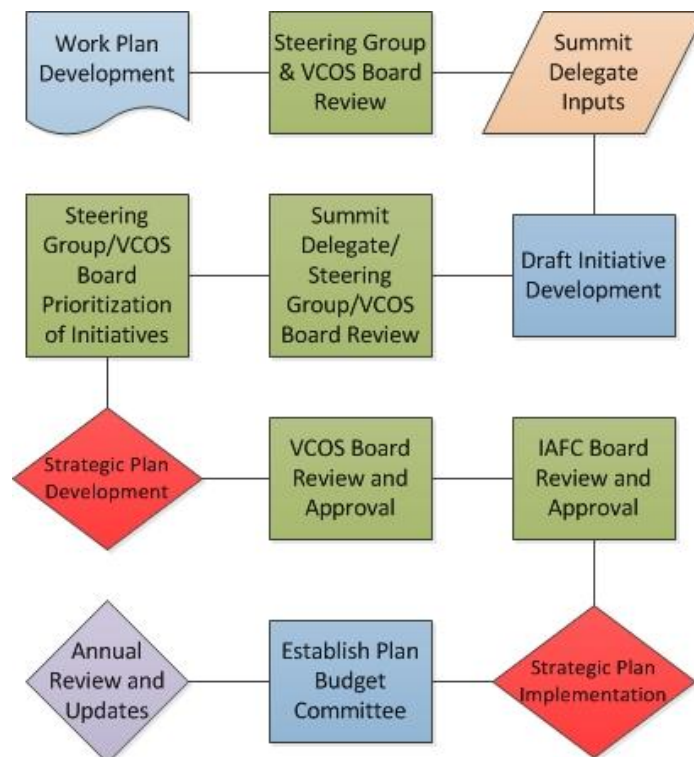
*United States Fire Administration (USFA)*

*VFIS*

## Strategic Planning Process

One of the keys to a successful development and implementation of a strategic plan is to ensure the “process” utilized is appropriate for the organization and its stakeholders. The initial and most dynamic step in the development of this plan occurred on March 17, 2011, when VCOS convened almost 150 leaders of volunteer and combination departments with the idea of constructing a blueprint for the future. At this Summit, the attendees were divided into work groups with each focusing on a draft Challenge Statement that had been crafted to initiate the dialog and process that would define the current state of the volunteer/combination environment and create critical tasks and performance measurements to address these challenges. The VCOS Summit Steering Group continued to dialogue, meet, and confer throughout the year while interacting with the attendees, all in an effort to take the concepts and energy from the Summit and further refine the thoughts and ideas to form the framework for the plan.

It was established early on that the process would need to be “all inclusive” with numerous reviews. This was accomplished, and the various inputs are reflected in the process flowchart below:





## Our Organization

### Executive Committee

Chair – Chief Timothy S. Wall, North Farms Volunteer Fire Department

Vice Chair – Chief David B. Fulmer, CFO, West Licking Joint Fire District

Secretary/Treasurer – Chief Joseph Florentino, Little Elm Fire Department

International Director – Battalion Chief Shane Ray, EFO, Clarendon County Fire & Rescue

### At-Large Board Members

Chief Frederick C. Crosby, II, Hanover Fire & EMS

Chief J. Daniel Eggleston, EFO, CFO, CMO, Albemarle County Department of Fire Rescue

Chief Kyle L. Ienn, Ralston Volunteer Fire Department

Chief David B. See (Ret.), Salisbury Fire Department

Chief Jim L. Wilson, EFO, Mariposa County Fire Department

Chief Fred C. Windisch, EFO, CFO, Ponderosa Fire Department

Secretary/Treasurer Emeritus – Chief Fire Marshal Robert T. Bettenhausen, (Ret.), Tinley Park, IL

## Challenge Statements and Strategic Initiatives

### *Challenge 1: Capabilities & Competencies*

*The current “teach for all risks” method of training and credentialing is resulting in a burdensome process that is impacting the goal of maintaining a thriving and vibrant volunteer membership. In addition, state reciprocity of credentials is inconsistent or nonexistent, and creates an additional training burden for volunteer firefighters who move across state lines.*

*A new strategy is needed that is:*

- *Incremental based on local community risks and needs*
- *Portable nationally*
- *Competency based*
- *Defines a minimum standard for emergency services organizations that is acceptable, realistic, and applicable*

*We believe there should be a national classification system for Departments and individuals based on a cafeteria approach where each community can choose modularized capabilities and support modularized training programs at the appropriate level for their particular needs.*



**Initiative 1A:** Review current national model firefighter professional development standards and recommend revisions to those standards to provide an incremental approach to training based on community risk.

**Timeline:** 2013 - 2018

**Responsibility:** VCOS Task Force

**Lead:**

**Collaborators:** NFPA, IAFC, IAFF, NVFC, ISFSI, NAFTD

**Critical Tasks:**

- Create a task force of appropriate stakeholders to review current standards.
- Identify the standards that would be appropriate for the purpose of creating a phased credentialing system.
- Define model community types by risk (i.e. rural, suburban, urban).
- Develop a risk-based modular credentialing system for *NFPA 1001* based on the model community types.
- Secure national acceptance by stakeholder organizations and adoption of the phased credentialing system.

**Performance Indicators:**

- Number of standards revised in accordance with VCOS goals
- Number of volunteers gaining professional certification
- Volunteer retention rate

**Outcome:**

*Development of a national modular credentialing system (to include training, certification and recertification) that is scalable and is recognized and utilized by all stakeholder entities.*

<b>Initiative 1B:</b>	<b>Establish a system of national recognition and reciprocity for all firefighter professional development standards.</b>
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**Timeline:** 2014 - 2017

**Responsibility:**

**Lead:** VCOS Task Force

**Collaborators:** IAFC, NVFC, USFA, NAFTD, NFPA, ISFSI, IFSAC and PROBOARD

**Critical Tasks:**

- Identify the impediments to achieving national recognition of firefighter professional standards.
- Engage state training directors and stakeholders to develop solutions to the impediments.
- Secure the commitment of accrediting organizations and state training agencies to accept reciprocity of other state training credentials.
- Develop systems and procedures to ensure reciprocity of firefighter credentials.

**Performance Indicators:**

- Number of certifications for which reciprocity is granted
- Number of states accepting reciprocity from other states

**Outcome:**

*All states and jurisdictions recognize training documents and credentials of individuals that are recognized by other states and jurisdictions.*

**Initiative 1C:      Develop modular model curriculum for leaders of volunteer-staffed ESOs.**

Gather information to establish minimum knowledge, skills, attributes, and abilities required to provide guidance, direction, and management for a volunteer/combination emergency service organization (ESO) in a professional manner.

**Timeline:**                      2012 – 2014

**Responsibility:**              VCOS Task Force

**Lead:**

**Collaborators:**              IAFC, NVFC, USFA, NAFTD, NFPA, ISFSI

**Critical Tasks:**

- List the skills and attributes of a quality leader of volunteer ESOs who will manage and develop quality staff and improve personnel recruitment and retention.
- Identify and review existing leadership development programs and publications.
- Select and/or modify those programs that best support the development of the identified skills and attributes.
- Develop delivery systems to provide training to the target audiences.
- Evaluate delivered training to ensure participants find value in the programs.

**Performance Indicators:**

- Number of ESO leaders participating in training
- Quality of the training as expressed by participants

**Outcome:**

*Leaders of ESOs understand the challenges of leading a dynamic and diverse volunteer/combination force and are better prepared to address those challenges*

<b>Initiative 1D:</b>	<b>Identify, develop, and deliver training that is appropriate for on-line, computer-based delivery.</b>
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**Timeline:** 2014 - 2017

**Responsibility:** VCOS Task Force

**Lead:**

**Collaborators:** USFA, NFPA, NVFC, ISFSI, NAFTD

**Critical Tasks:**

- Review firefighter curriculum and identify training that can be delivered using on-line computer-based technology versus that which should be delivered in the classroom or drill ground.
- Modify the curriculum as needed to facilitate on-line delivery.
- Identify available programs ready for delivery.
- Develop on-line content for those programs not currently available.
- Identify and acquire needed hosting services and support.
- Gain acceptance nationally of technology-based training/education methods with stakeholders.

**Performance Indicators:**

- Number of programs developed
- Percentage of ESO personnel utilizing on-line training
- Number of credentialing agencies accepting on-line training

**Outcome:**

*Quality training is offered in a form and format that increases its availability to ESO personnel.*

<b>Initiative 1E:</b>	<b>Develop an on-line repository (VISION*) to archive reference information, model programs, and other material available to ESOs.</b>
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**Timeline:** 2012-2012

**Responsibility:** VCOS Task Force

**Lead:**

**Collaborators:** IAFC

**Critical Tasks:**

- Identify available systems that can be used as the on-line repository.
- Calculate server requirements for the material expected to be archived on the site.
- Develop and implement site search protocols so that specific material needed by an ESO can be easily found and downloaded.
- Identify the person or persons who will be responsible for ongoing system maintenance, vetting of material to be included, and archive management.
- Advertise the availability of the site to ESOs.
- Develop a follow-up mechanism to determine user satisfaction with VISION (i.e., surveys, personal interactions) and modify as appropriate.

**Performance Indicators:**

- Number of documents archived on the site
- Number of ESO personnel accessing and downloading material from the site
- Quality of the resource as expressed by users

**Outcomes:**

*Leaders of ESOs have a one-stop source of resources they can download and adapt based on their organization's needs. VCOS is able to provide for maximum distribution of material it collects and/or develops to assist its members.*

\* VISION - Online Repository:

VCOS  
International  
Strategic  
Initiative  
Online  
Network

## Challenge 2: Community Relationships

*ESOs have not been particularly successful in developing an effective partnership with their communities. Many ESOs do not provide regular information to the community about its needs, abilities, and types and levels of service. Without clear, comprehensive, and consistent two-way communication between the ESO and the community, misunderstandings can develop, the public will not be fully aware of the needs of the ESO, nor can the public fully appreciate the limitations on the service delivery capabilities of the ESO. Without an understanding of the delivery system, the public is not able to make intelligent choices about cost of service versus benefits received.*





<b>Initiative 2A:</b>	<b>Develop tools and training to support the creation and sharing of information describing community risk and fire service capabilities.</b>
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**Timeline:** 2013 – 2015

**Responsibility:** VCOS Task Force

**Lead:**

**Collaborators:** CPSE, USFA, CSFA, IAFC

**Critical Tasks:**

- Identify information that is most useful to the public to help them evaluate service type, capability, cost, return on investment, and impact on fire insurance premiums.
- Review existing formats for the presentation of information (i.e. Standards of Cover).
- Develop templates that package information in formats that are readily understood by the public.
- Post templates and other resources on VISION.
- Develop and deliver training on:
  - Preparation and use of the templates
  - Presenting the information to the public
  - Evaluation of and response to community feedback

**Performance Indicators:**

- Number of tools and resources archived on the site
- Number of ESO personnel accessing and downloading tools and information
- Number of ESO personnel attending training
- Quality of resources and training as expressed by users and attendees

**Outcome:**

*ESOs have useful information and tools that allow them to accurately describe service capabilities and limitations, opportunities for improvement, and the benefits to be gained by the investment.*

<b>Initiative 2B:</b>	<b>Develop tools and training for use by ESOs to assist with improving communications, marketing, and to increase public awareness of services</b>
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**Timeline:** 2013 - 2013

**Responsibility:** VCOS Task Force

**Lead:**

**Collaborators:** USFA, NVFC, IAFC

**Critical Tasks:**

- List the elements of a successful public information and relations program.
- Identify public information and relations training programs most suitable for ESOs.
- Create sample policies for electronic media including:
  - Social media
  - Photography and video (helmet cam)
  - Others
- Create sample media kits for:
  - Public education
  - Staffing
  - Capabilities
  - Annual reports
  - Funding needs justification
- Develop press releases and teams to be ready to address issues and act upon “teachable moments”.
- Create guidelines for the development of a strategy for marketing the ESO to the community.
- Post all resources, templates, and other tools on VISION.

**Performance Indicators:**

- Number of tools and resources archived on the site
- Number of ESO personnel accessing and downloading tools and information
- Quality of resources as expressed by users

**Outcome:**

*ESO leaders have the knowledge and tools they need to develop effective public relations and awareness programs.*

<b>Initiative 2C:</b>	<b>Develop and deliver public education to reduce unnecessary responses.</b>
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**Timeline:** 2012-2012

**Responsibility:** VCOS Task Force

**Lead:**

**Collaborators:** USFA, NACO, NLC, NSO, IACP, NT&T, state EMS organizations, NHTSA

**Critical Tasks:**

- Obtain and review existing successful 9-1-1 abuse prevention programs delivered to the public.
- Develop public education programs to be delivered nationally by VCOS.
- Develop model public education programs that can be handed off to ESOs.
- Identify and acquire funding to support program development and delivery.
- Deliver the program to state and local entities and post to VISION.

**Performance Indicators:**

- Number of tools and resources archived on the site
- Number of ESO personnel accessing and downloading tools and information
- Quality of resources as expressed by users
- Percentage of legitimate requests for services versus total responses

**Outcome:**

*The public is able to make good choices about when to call 9-1-1 for assistance and when to seek other sources of help.*

### ***Challenge 3: Recruitment***

*ESOs need proven methods to recruit members based on best practices, including information, resources, and awareness of how to ensure a more diverse and inclusive workforce. In addition to the operational skills usually targeted when recruiting, there is also a need to attract new members who bring specialized, non-operational skills to the organization. In this manner, the organization can adapt to societal changes and improve its ability to compete for new members in a highly competitive volunteer market.*

*Additionally, some volunteer-based emergency services organizations continue to use fraternal selection processes and fail to adopt a modern business model for volunteer selection. This can place the organization at risk for potential legal action related to discrimination and unfair hiring practices.*

*High performing leaders and managers recognize that specialized skills in their agency are necessary for creating a productive workplace. The mixture of differences and similarities each member brings to the workplace strengthens our ability to accomplish our mission. Diversity is not limited to ethnicity or gender. Embracing diversity goes far beyond the limits of equal employment opportunity and affirmative action. Embracing our varied talents and abilities empowers each individual to be heard and participate equally in whatever activity, process, department, or administrative structure one chooses to engage in.*



<b>Initiative 3A:</b>	<b>Develop, acquire, and provide a variety of recruitment resources to assist ESOs in improving recruitment practices.</b>
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**Timeline:** 2014 – 2014

**Responsibility:** VCOS Task Force

**Lead:**

**Collaborators:** IAFC, NVFC, USFA, NHRA, IAFF

**Critical Tasks:**

- Identify and develop what constitutes a recruitment best practice.
- Seek out and evaluate successful recruitment best practice documents on diversity recruitment.
- Post gathered information and resources on VISION.

**Performance Indicators:**

- Number of tools and resources archived on the site
- Number of ESO personnel accessing and downloading tools and information
- Quality of resources as expressed by users

**Outcome**

*ESO's are conducting recruitment in a legally defensible manner resulting in the attraction of high quality and diverse candidates.*

<b>Initiative 3B:</b>	<b>Develop and make available model job descriptions for standardized fire service positions.</b>
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**Timeline:** 2014 - 2016

**Responsibility:** VCOS Task Force

**Lead:**

**Collaborators:** NHRA, NVFC, IAFC, IAFF

**Critical Tasks:**

- Develop a list of standard job titles where uniform competency models are available (for example, fire suppression, public education, fundraising, etc.).
- Develop model job descriptions for each identified position.
- Post the model job descriptions on the VISION.

**Performance Indicators:**

- Number of tools and resources archived on the site
- Number of ESO personnel accessing and downloading tools and information
- Quality of resources as expressed by users

**Outcome:**

*Greater consistency is achieved in the definition of various ESO positions facilitating improved retention and cross-jurisdictional recognition of training certification.*

<b>Initiative 3C:</b>	<b>Create a tool for ESOs to review their recruitment procedures to ensure the recruitment of a qualified and diverse workforce.</b>
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**Timeline:** 2014 - 2016

**Responsibility:** VCOS Task Force

**Lead:**

**Collaborators:** IAFC, IAFC – Human Relations Committee, NVFC, IAFF, USFA, NHRA

**Critical Tasks:**

- Develop a list of all legally required and organizationally desirable attributes that define “diversity”.
- Identify recruitment best practices that attract qualified and diverse applicants.
- Develop an assessment tool to review local agency recruitment practices against identified best practices.
- Develop and provide recruitment procedures to organizations that do not have formally established programs.
- Post resource developed material on VISION.

**Performance Indicators:**

- Number of tools and resources archived on the site
- Number of ESO personnel accessing and downloading tools and information
- Quality of resources as expressed by users

**Outcome:**

*ESO's are conducting recruitment in a legally defensible manner resulting in the attraction of high quality and diverse candidates.*



### ***Challenge 4: Retention of Organizational Members***

*It is critical for organizations to retain qualified members and maintain organizational unity. The inability of an organization to maintain experienced staffing increases risks to the individual member as well as increasing the risk to the community as a whole. The lack of data necessary to quantify why volunteer members are leaving emergency services organizations makes it difficult to identify the local and national trends that affect volunteer-based staffing.*



<b>Initiative 4A:</b>	<b>Develop, acquire, and make available volunteer retention resources to assist ESOs in improving retention rates.</b>
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**Timeline:** 2013 - 2013

**Responsibility:** VCOS Task Force

**Lead:**

**Collaborators:** IAFC, NVFC, USFA

**Critical Tasks:**

- Identify and develop what constitutes a best practice.
- Seek out and evaluate successful best-practice retention documents.
- Develop benefits and incentive packages with a menu approach.
- Post gathered and developed information on VISION.

**Performance Indicators:**

- Number of tools and resources archived on the site
- Number of ESO personnel accessing and downloading tools and information
- Quality of resources as expressed by users
- Percentage of volunteers retained from year to year

**Outcome:**

*ESO's realize a marked improvement in volunteer retention.*

<b>Initiative 4B:</b>	<b>Develop and provide resources that will support the establishment of model business practices and organizational support systems.</b>
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**Timeline:** 2013 - 2015

**Responsibility:** VCOS Task Force

**Lead:**

**Collaborators:** IAFC, NVFC, GFOA, USFA, ICMA, Business Schools

**Critical Tasks:**

- List and describe the elements and attributes of a successful organization.
- Research, identify, or develop model practices and systems that promote retention.
- Make the model practices and systems available on VISION.
- Develop and present training on the establishment of successful business practices and organizational support systems.

**Performance Indicators:**

- Number of tools and resources archived on the site
- Number of ESO personnel accessing and downloading tools and information
- Quality of resources as expressed by users

**Outcome:**

*ESO business practices and organizational support systems provide improved volunteer retention, promote organizational excellence, and enhance member satisfaction.*

### ***Challenge 5: Organizational Structure, Strategic and Financial Planning***

*Fire protection in North America is typically provided by a city or special district and, in some cases the township, county, state, or tribal government. In some communities it is provided by a private organization. There often are political bodies (authority having jurisdiction) who set the level of service and authorize the expenditure of funds generated by the community.*

*The current fire service delivery model, by-laws, and rules may be perceived as outdated and entrenched in traditions that obstruct efficiencies and the provision of professional services. This is evidenced by the lack of cooperation and regionalization in some areas. Many communities lack the ability to compel ESOs to cooperate and share resources which place the community at greater risk and costs more to operate. In some parts of the country, ESO's over-saturate the response area; in others, resources are scarce.*

*A number of ESOs struggle with developing and implementing strategic plans consistent with the economic realities and needs of their communities. Often they lack understanding of need, value, and benefit of using a sustainable and flexible business model as part of the planning process. This makes it difficult for organizations to secure the predictable sources of funding necessary to ensure the effective delivery of emergency services. Because many communities are dependent on the expertise of their emergency services leaders to navigate this critical and complex challenge, it is imperative these leaders be trained in business model practices.*





<b>Initiative 5A:</b>	<b>Develop, acquire, and provide information that supports the establishment of legal and effective ESO governance structures</b>
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**Timeline:** 2012 - 2013

**Responsibility:** VCOS Task Force

**Lead:**

**Collaborators:** USFA, NASFM, CPSE, NVFC and state fire chief associations

**Critical Tasks:**

- Identify, survey, and collect enabling legislation for each state to establish a database of existing governance models. Post the information to VISION.
- Identify best practices for governance and bylaws and add to VISION website.
- Create templates and provide model documents.
- Develop a mentoring program in each state through the VCOS in cooperation with NASFM and state chiefs associations to support the establishment of appropriate governance structures.

**Performance Indicators:**

- Number of tools and resources archived on the site
- Number of ESO personnel accessing and downloading tools and information
- Quality of resources as expressed by users

**Outcome:**

*ESOs are legally organized and utilize an effective organizational structure that promotes personnel retention and the delivery of quality service.*

<b>Initiative 5B:</b>	<b>Develop and provide model financial tools that assist ESOs in determining funding needed to provide services at the level identified by the community</b>
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**Timeline:** 2013 - 2015

**Responsibility:** VCOS Task Force

**Lead:**

**Collaborators:** USFA, NACO, ICMA, NLC, GFOA

**Critical Tasks:**

- Identify best-practice case studies, existing educational tools and resources.
- Develop a tool or process to help organizations identify revenue sources to meet funding needs.
- Develop tools to assist ESOs to develop financial plans and conduct long-term financial forecasting.
- Develop budgeting tools to identify all funds that need to be collected and dedicated to fire protection to provide identified levels of service.
- Develop tools that support defining the level of benefit (return on investment) to be received from incremental improvements in service to the public.
- Post the tools on the VISION
  - Develop a portable educational product (similar to Beyond Hoses & Helmets)
    - Obtain funding to develop and deliver a VCOS course on financial management
    - Market and deliver the class to ESOs

**Performance Indicators:**

- Number of tools and resources archived on the site
- Number of ESO personnel accessing and downloading tools and information
- Quality of resources as expressed by users

**Outcome:**

*ESO's are able to develop effective budgets, properly account for the receipt and expenditure of funds, and conduct long-term financial forecasting.*

<b>Initiative 5C:</b>	<b>Develop and provide model strategic planning tools that assist ESOs in developing long-term plans to deliver services at levels identified by the community.</b>
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**Timeline:** 2014 - 2016

**Responsibility:** VCOS Task Force

**Lead:**

**Collaborators:** IAFC, ESCI, USFA, CPSE

**Critical Tasks:**

- Identify best-practice case studies, existing educational tools and resources.
- Develop a tool or process to help organizations develop their own strategic plan.
- Post the tools on VISION.
- Develop a portable educational product (similar to *Beyond Hoses & Helmets*)
  - Obtain funding to develop and deliver a VCOS course on strategic planning
  - Market and deliver the class to ESOs

**Performance Indicators:**

- Number of tools and resources archived on the site
- Number of ESO personnel accessing and downloading tools and information
- Quality of resources as expressed by users
- Percentage of ESOs with current strategic plans

**Outcome:**

*ESO's have the ability to develop strategic plans for their organizations and choose to do so.*



<b>Initiative 5D:</b>	<b>Enhance existing partnerships with the insurance industry to promote risk reduction programs.</b>
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**Timeline:** 2015 - 2017

**Responsibility:** VCOS Task Force

**Lead:**

**Collaborators:** IBHA, USFA, IAFC

**Critical Tasks:**

- Establish a summit with the insurance industry to discuss the relationship between the insurance industry and ESOs.
- Identify programs of mutual interest such as:
  - Residential fire sprinklers
  - Wildland/urban interface risk mitigation
  - Others
- Identify and secure funding streams for program development.
- Explore opportunities to develop standard cost-recovery models acceptable to the insurance industry.

**Performance Indicators:**

- Number of cooperative programs developed
- Number of ESOs participating in cooperative programs

**Outcome:**

*The level and scope of collaboration between the emergency services and insurance industry increases, resulting in reduced losses and new funding opportunities for ESOs.*

## ***Challenge 6: Legislation & Regulations***

*Current law and regulations, both at the state and federal level, create impediments to the sustainability of volunteer ESOs. In some cases, laws and rules of agencies from the same level of government conflict creating confusion and risk of violation by ESOs. Additionally, many legislative definitions are vague or absent, which leads to ambiguous interpretation of rules and regulations. (i.e., line of duty death, definition of a volunteer, etc.). Finally, rules regarding the same matters vary significantly from state to state. Some examples include:*

- *IRS regulations regarding volunteer compensation*
- *Workers' compensation regulations that create employee/employer relationships*
- *Union rules preventing career firefighters from being volunteer firefighters*
- *Environmental rules that restrict burn-to-learns*
- *NFPA standards are not scalable based on organizational differences*

*Many volunteer-based ESOs are unaware of the challenges they face due to these issues. As a result, there is no consensus within ESOs for volunteer emergency responder legislation.*



<b>Initiative 6A:</b>	<b>Catalogue the rules and regulations of each state relating to operation of a volunteer/combination ESO. Prepare a self-assessment tool for ESOs to allow them to determine their level of compliance.</b>
-----------------------	--

**Timeline:** 2014 - 2017

**Responsibility:** VCOS Task Force

**Lead:**

**Collaborators:** IAFC, IAFC Divisions, State ESO Associations, NASFM, NVFC

**Critical Tasks:**

- Identify relevant regulations, laws, etc.; including DOL and IRS.
- Identify the subject matter experts within the IAFC.
- Identify source documents of regulations and standards.
- Catalog and format documents, organized by state.
- Develop usable checklists for self-assessment of law and regulation compliance.
- Post the catalogue and checklists on VISION.
- Implement a training/mentoring program for use of the tools.

**Performance Indicators:**

- Number of tools and resources archived on the site
- Number of ESO personnel accessing and downloading tools and information
- Quality of resources as expressed by users

**Outcome:**

*ESO's are provided tools that allow them to become more familiar with laws and rules affecting their operation and are more able to ensure compliance.*

<b>Initiative 6B:</b>	<b>Acquire or develop, and share available model mutual aid and automatic aid agreements</b>
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**Timeline:** 2015 - 2015

**Responsibility:** VCOS Task Force

**Lead:**

**Collaborators:** IAFC, IAFC – Emergency Management Committee, NASFM, NEMA, USFA, NSO

**Critical Tasks:**

- Identify and obtain model mutual/automatic aid agreements from each state.
- Review the model agreements against the current IAFC mutual aid initiative standards.
- Revise the model agreements as appropriate.
- Post the model agreements to VISION.

**Performance Indicators:**

- Number of tools and resources archived on the site
- Number of ESO personnel accessing and downloading tools and information
- Quality of resources as expressed by users
- Percentage of ESOs with active mutual/automatic aid agreements with neighboring agencies

**Outcome:**

*ESO's are able to develop quality mutual/automatic aid agreements with neighboring agencies that encourage the sharing of resources.*

<b>Initiative 6C:</b>	<b>Develop and propose legislation and/or regulations to resolve critical issues facing volunteer ESOs</b>
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**Timeline:** 2012 - ongoing

**Responsibility:** VCOS Task Force

**Lead:**

**Collaborators:** IAFC, NVFC, DOL, IRS, IAFF

**Critical Tasks:**

- Identify key legislative issues that will produce the best result for volunteer and combination ESOs. Consider:
  - Create a consistent definition of: volunteer firefighter, EMS/rescue squad responder, LODD, public safety officer
  - IRS regulations regarding volunteer compensation
  - Others
- Create opportunities for ESOs to learn more about each issue and potential legislative solutions.
- Gain an understanding of what solutions best serve ESOs on each issue.
- Work collectively with the IAFC's Department of Governmental Relations to update, draft, and propose legislation and regulations.

**Performance Indicators:**

- Number of issues identified for resolution
- Number of issues resolved by legislative advocacy

**Outcome:**

*ESO's are not encumbered by inconsistent and burdensome laws and regulations.*

*(Do we possibly want to say "ESO's are supported by consistent laws and regulations at the Federal, state and local level." A positive spin?)*

### ***Challenge 7: Reputation Management***

*Reputation management is the foundation of viable ESOs. Members of ESOs are held to a higher standard, and trust must be maintained. News media, increased communication technology, and sensationalized journalism all make the emergency service vulnerable where imprudent actions can do immediate and long-term damage to the reputation of the ESO and emergency service overall.*

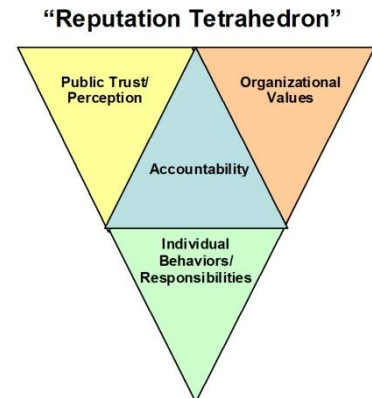
*No matter how careful and prepared an organization is, unforeseen and unfortunate events are a reality and must be planned for.*





<b>Initiative 7A:      Develop a model program to improve ESOs' ability to manage, protect, and enhance their reputation</b>
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*The model will include the reputation tetrahedron (RepTet). The RepTet includes four core concepts: organizational values, public trust/perception, accountability and individual behavior. These core concepts are interdependent on multiple levels (See Cumberland Valley Volunteer Firemen's Association White Paper on Fire Service Reputation Management).*



**Timeline:**                      2012 - 2012

**Responsibility:**              VCOS Task Force

**Lead:**

**Collaborators:**              Cumberland Valley VFA, U.S. Chamber of Commerce, NVFC, IAFF, IAFC, USFA

**Critical Tasks:**

- Identify and acquire best-practice case studies, existing educational tools and resources.
- Develop a VCOS reputation management course (see attachment 1 in the appendix).
- Identify and secure funding sources.
- Develop a code of conduct template that could be adopted by ESOs.
- Post resource material on VISION.
- Market and deliver the training to ESOs similar to Beyond Hoses & Helmets format and other media.

**Performance Indicators:**

- Number of tools and resources archived on the site
- Number of ESO personnel accessing and downloading tools and information
- Quality of resources as expressed by users
- Number of ESOs experiencing adverse public relations events

**Outcome:**

*ESO's are able to protect and improve the reputation of their organizations.*



<b>Initiative 7B:</b>	<b>Provide resources and best practices that can be utilized by ESOs to prepare for and manage crisis communication</b>
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**Timeline:** 2012 - 2012

**Responsibility:**

**Lead:** VCOS Task Force

**Collaborators:** Cumberland Valley VFA, U.S. Chamber of Commerce, NVFC, IAFF, IAFC, USFA

**Critical Tasks:**

- Identify best-practice case studies, existing educational tools and resources.
- Develop this topic as a component of the VCOS reputation management model and training.
- Post resource material on VISION.

**Performance indicators:**

- Number of tools and resources archived on the site
- Number of ESO personnel accessing and downloading tools and information
- Quality of resources as expressed by users
- Number of ESOs faced with a crisis communications event that are able to manage it to a positive outcome

**Outcome:**

*ESO's are able to effectively manage a crisis communications event to a positive outcome.*

### ***Challenge 8: Fire-Based Emergency Medical Services***

*EMS has long been a function of ESOs in many parts of the country; in other areas EMS is just becoming an ESO service. Issues regarding scope of practice, deployment, response workload, funding, and others create challenges for ESOs that must be addressed in a proactive manner. Consequences of inattention to the challenges can include declines in volunteer retention rates. Additionally, ESOs must ensure they are providing significant input into EMS system design and provider regulations.*



**Initiative 8A:** Develop and deliver tools and training to assist ESOs to determine if EMS is an appropriate service to be provided to their community by volunteer or combination staff, identify what level of service to provide, and conduct ongoing evaluation of EMS services delivered

**Timeline:** 2012 - 2014

**Responsibility:** VCOS Task Force

**Lead:**

**Collaborators:** IAFC, IAFC EMS Section, NFVC, USFA, NHTSA-Office of EMS

**Critical Tasks:**

- Research and gather information from ESOs that have been delivering EMS successfully within their communities about their system design, policies and procedures, response practices, deployments strategies, etc.
- Develop an assessment tool to assist ESOs to determine if direct delivery of EMS is an appropriate service for their organization and at what level.
- Develop an assessment tool to assist ESOs in evaluating their existing EMS delivery system to ensure it is most effective and efficient.
- Create a best practices guide listing system design options, funding requirements and revenue options, and deployment strategies for various community types and ESO organizations (linked to Initiative 5-B).
- Create business planning tools to assist with detailed evaluation of EMS delivery by the ESO (linked to Initiative 5-B).
- Develop and provide tools to ESOs so they can offer an effective voice to influence the determination of local EMS delivery standards.
- Develop education on the criticality of accurate data collection, analysis, and reporting to support funding, equipment, staffing, infrastructure, prevention, and other needs.
- Develop and deliver training on EMS system design and implementation.
- Post tools and model practices information on VISION .

**Performance Indicators:**

- Number of tools and resources archived on the site
- Number of ESO personnel accessing and downloading tools and information
- Quality of resources as expressed by users
- Percentage of ESOs that offer EMS services operating effective and solvent systems

**Outcome:**

*ESOs are able to determine if providing EMS is an appropriate service, determine the costs and benefits of providing EMS service, evaluate and select an appropriate service level and deployment strategy, and conduct ongoing evaluation of the EMS program.*

<b>Initiative 8B:</b>	<b>Increase the involvement of VCOS in the development of national EMS provider certification criteria</b>
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**Timeline:** 2013 - ongoing

**Responsibility:** VCOS Task Force

**Lead:**

**Collaborators:** IAFC – EMS Section, NVFC-EMS Section, NHTSA-Office of EMS, National Registry

**Critical Tasks:**

- Survey VCOS members to determine the extent to which EMS certification requirements are causing service delivery issues.
- Update the “Orange Ribbon Report” to ensure it comprehensively describes the challenges, limitations, and opportunities for volunteer ESO delivery of EMS first responder and transportation services.
- Meet with IAFC EMS Section to share the report and to develop and implement a strategy to resolve issues it reveals.
- Monitor progress on the strategy and adjust as appropriate.

**Performance Indicator:**

- Number of issues rated as important to ESOs effectively addressed in the certification setting process

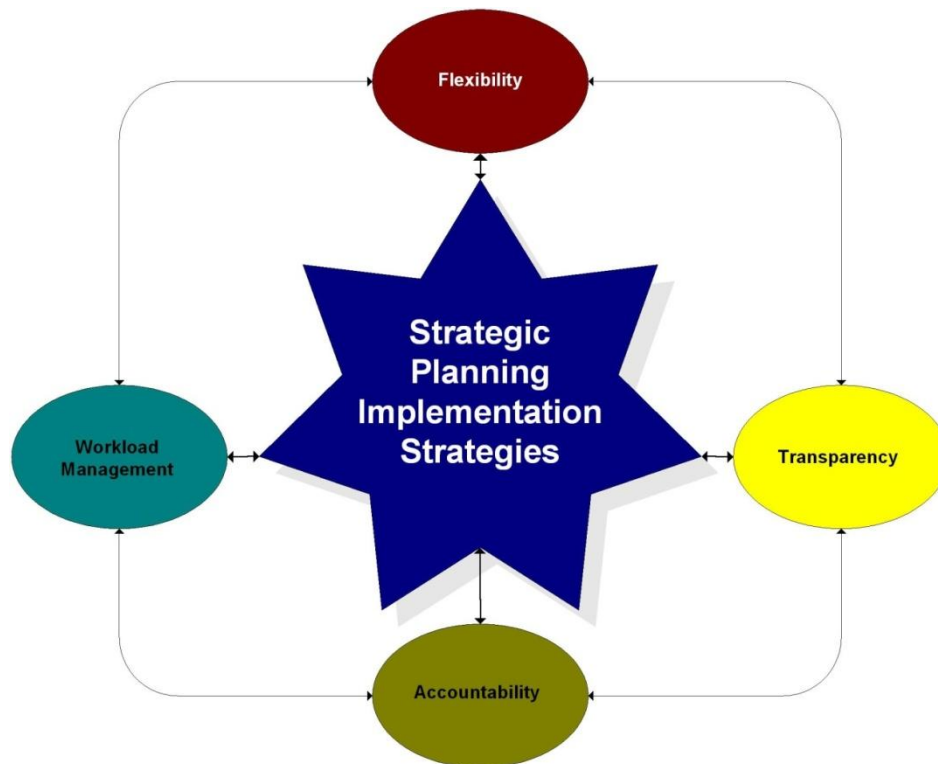
**Outcome:**

*The interests of ESOs are effectively represented during the certification standards setting process, resulting in a certification system acceptable to ESOs.*










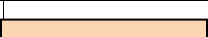
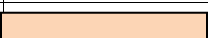



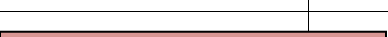
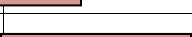




## Implementation Methodology

Successful implementation of a strategic plan includes the need to track the progress and completion of the identified goals and objectives. The VCOS Summit Steering Group will assume responsibility for monitoring implementation through the development of a targeted work plan for each task noted in the overall strategic plan.

This work plan will be centered on the strategic plan but will have additional value; it will allow an easy view and accountability tracking to tasks assigned to various sections and personnel. Viewing the work that is being done allows participants, members, and strategic partners to be informed about what is going on within the organization and to check progress on a particular project. The transparency provided by the strategic plan and our tracking tools will make the organization as a whole more accountable for both performance and outcomes.



## Timeline

<b>Challenge 1: Capabilities &amp; Competencies</b>	<b>Months 0 – 12 Jan. 2012 – Jan. 2013</b>	<b>Months 12 – 24 Jan. 2013 – Jan. 2014</b>	<b>Months 24 – 60 Jan. 2014 – Jan. 2018</b>
Initiative 1-E: Develop an on-line repository (VISION)			
Initiative 1-C: Develop modular curriculum for leaders of volunteer staffed ESOs			
Initiative 1-A: Review current national firefighter professional development standards			
Initiative 1-B: Establish system of national recognition & reciprocity of professional development standards			
Initiative 1-D: Identify, develop, and deliver training appropriate for on-line delivery			
<b>Challenge 2: Community Relationships</b>	<b>Months 0 – 12 Jan. 2012 – Jan. 2013</b>	<b>Months 12 – 24 Jan. 2013 – Jan. 2014</b>	<b>Months 24 – 60 Jan. 2014 – Jan. 2018</b>
Initiative 2-C: Develop and deliver public education to reduce unnecessary responses			
Initiative 2-B: Develop tools and training for use by ESOs to assist with increasing communications			
Initiative 2-A: Develop tools and training to support the creation of sharing information			
<b>Challenge 3: Recruitment</b>	<b>Months 0 – 12 Jan. 2012 – Jan. 2013</b>	<b>Months 12 – 24 Jan. 2013 – Jan. 2014</b>	<b>Months 24 – 60 Jan. 2014 – Jan. 2018</b>
Initiative 3-A: Develop, acquire, and provide a variety of recruitment resources to improve practices			
Initiative 3-B: Develop and make available model job descriptions for standardized positions			
Initiative 3-C: Create a tool for ESOs to review recruitment practices			
<b>Challenge 4: Retention</b>	<b>Months 0 – 12 Jan. 2012 – Jan. 2013</b>	<b>Months 12 – 24 Jan. 2013 – Jan. 2014</b>	<b>Months 24 – 60 Jan. 2014 – Jan. 2018</b>
Initiative 4-A: Develop, acquire, and make available resources to assist in improving retention rates			
Initiative 4-B: Develop and provide resources that support model business practices and support			
<b>Challenge 5: Organizational Structure, Strategic &amp; Financial Planning</b>	<b>Months 0 – 12 Jan. 2012 – Jan. 2013</b>	<b>Months 12 – 24 Jan. 2013 – Jan. 2014</b>	<b>Months 24 – 60 Jan. 2014 – Jan. 2018</b>
Initiative 5-A: Develop, acquire, and provide information to support establishment of governance structures			
Initiative 5-B: Develop and provide financial tools that ESOs to determine funding needed			
Initiative 5-C: Develop and provide model strategic planning tools to develop long-term plans			
Initiative 5-D: Enhance existing partnerships with the insurance industry			
<b>Challenge 6: Legislation &amp; Regulations</b>	<b>Months 0 – 12 Jan. 2012 – Jan. 2013</b>	<b>Months 12 – 24 Jan. 2013 – Jan. 2014</b>	<b>Months 24 – 60 Jan. 2014 – Jan. 2018</b>
Initiative 6-C: Develop and propose legislation and/or regulations critical to ESOs			
Initiative 6-A: Catalogue rules and regulations of each state relating to operation of a volunteer/combo department; develop self-assessment tool to determine compliance.			
Initiative 6-B: Acquire or develop and share model			

mutual and automatic aid agreements			
<b>Challenge 7: Reputation Management</b>	<b>Months 0 – 12</b> <i>Jan. 2012 – Jan. 2013</i>	<b>Months 12 – 24</b> <i>Jan. 2013 – Jan. 2014</i>	<b>Months 24 – 60</b> <i>Jan. 2014 – Jan. 2018</i>
Initiative 7-A: Develop a program to improve ESOs' ability to manage, protect, & enhance reputation			
Initiative 7-B: Provide resources & best practices that prepare for and manage crisis communication			
<b>Challenge 8: Fire-Based EMS</b>	<b>Months 0 – 12</b> <i>Jan. 2012 – Jan. 2013</i>	<b>Months 12 – 24</b> <i>Jan. 2013 – Jan. 2014</i>	<b>Months 24 – 60</b> <i>Jan. 2014 – Jan. 2018</i>
Initiative 8-A: Develop tools & training to assist ESOs determine if EMS is an appropriate service			
Initiative 8-B: Increase the involvement of VCOS in the development of national EMS provider certification			



## Appendix A – Summit Steering and Funding Committees

### Steering Committee:

Tim Wall, VCOS Chair, Wallingford, CT  
Janet Wilmoth, Editor, Fire Chief Magazine, Chicago, IL  
Joe Florentino, VCOS Secretary/Treasurer, Little Elm, TX  
Kurt Latipow, Fire Services Coordinator, Washoe County, NV  
Fred Windisch, VCOS Director, Houston, TX  
Eddie Buchanan, President, ISFSI, Hanover, VA  
John Buckman, German Township Indiana, Evansville  
Ronnie Coleman, Fire Chief (ret), California  
Jack Snook, President, ESCI, Wilsonville, OR  
Dave Wyrwas, VFIS, PA  
Jeff Siegrist, Provident Insurance, PA  
Mike MacDonald, Raleigh, NC

### Funding Committee:

Dave Fulmer, West Licking, OH  
Larry Curl, Indianapolis, IN  
Robert Bettenhausen, Tinley Park, IL

## Appendix B - Glossary

CPSE – Center for Public Safety Excellence

CSFA – California State Firefighters Association

DOL – Department of Labor

EMS – Emergency Medical Service

ESO – Emergency service organization such as fire department or rescue squad that utilizes volunteer personnel

GFOA – Government Finance Officers Association

IACP – International Association of Chiefs of Police

IAFC – International Association of Fire Chiefs

IAFF – International Association of Firefighters

IBHA – Insurance industry association

ICMA – International City/County Management Association

IFSA – International Fire Standards and Accreditation Congress

IRS – Internal Revenue Service

ISFSI – International Society of Fire Service Instructors

NACO – National Association of Counties

NAFTD – National Association of Fire Training Directors

NASFM – National Association of State Fire Marshals

NEMA – National Emergency Number Association

NFPA – National Fire Protection Association

NHRA – National Human Resource Association

NHTSA – National Highway Transportation Safety Administration

NLC – National League of Cities

NSO – National Sheriffs Association

NT&T – National Association of Towns and Townships

NVFC – National Volunteer Firefighters Council

PROBOARD – National Board on Fire Service Professional Qualifications

USFA – United States Fire Administration

VISION - Online Repository:

**VCOS**  
**International**  
**Strategic**  
**Initiative**  
**Online**  
**Network**

## Appendix C – Summit Attendees

Name	Title	Organization	State
Marlene Aitchison	Fire Chief	Laramie County Fire Dist. #2	WY
Steve Blodgett	Captain & President	Wissahickon Volunteer Fire Company	PA
Richard Burch	Fire Chief	Roanoke County Fire Rescue	VA
Ron Cheves	Fire Chief	Idlewild Volunteer Fire Department	NC
Michael Duyck	Fire Chief	Tualatin Valley Fire and Rescue	OR
James Fortner	Cooperative Fire Protection Specialist (Acting)	USDA Forest Service	
Thomas Kuntz	Fire Chief	Red Lodge Rural District #7	MT
Robert Logan	Assistant Chief Training	Spring Volunteer Fire Department	TX
Greg Moran	Past Chief	Greenlawn Fire Department	NY
Jerry Napolitano		Motorola Solutions	
Heather Schafer	Executive Director	NVFC	MD
Bill Webb	Executive Director	CFSI	
Thomas Hughes		IFSTA	OK
Carter Jones		Washington DC	
Edward Kaplan	USFA Facilitator	USFA	
Fred Crosby	VCOS board member	Hanover County Fire & Rescue	
Cathy Feyh	Scribe	USFA	
Mark Aston	Fire Chief	Sonoma County Fire and Emergency Services	CA
David Bloom	Fire Chief	Madison Township Fire Department	WI
Chris Christopoulos	Fire Chief	Lebanon Fire Department	NH
Paul Gaines	Assistant Chief	Double Oak Fire Department	TX
Dale Izatt	Division Chief	Campbell County Fire Department	WY
Sarah Lee	Deputy Director	Fire Corps	MD
Paul Litrico	Fire Chief	Manchester Fire Department	CT
Allen Needham Jr.	Fire Chief	Bahama Volunteer Fire and Rescue	NC
Ron Oettel	Fire Chief	Lititz Fire Company #1	PA
Gary Miller		American Red Cross	
John Sinclair	Fire Chief	Kittitas Valley Fire/Rescue	WA
William Smith	Deputy Chief	West Lanham Hills VFD	MD
Teresa Neal		USFA Facilitator	
Shane Ray	VCOS Board Member & Scribe	Pleasant View VFD	
Steve Austin	Fire Police Officer	Aetna Hose Hook and Ladder Co.	
Tina Bowers	Lieutenant	Blount County Rescue Squad	TN
Darryl Cleveland	Fire Chief	North Lyon County Fire District	NV
Mike Jaffa	Deputy Chief of Ops	Tijeras Fire & Rescue	NM
Bill Jenaway		VFIS	PA
Drew Lawrence	Captain	Seminole Trail Volunteer Fire Department	VA
David Lewis	1st VP	Maryland State Fireman's Association	MD
Dan Noonan	Fire Chief	Durango Fire/Rescue	CO

Name	Title	Organization	State
Chad Sartison	Chairman Firefighters 1st	Canadian Fallen Firefighter Foundation	
Aly Troy	Grant Manager	Redden Group LLC	ID
Dave Weiss	Deputy Chief	Westmont Fire Department	IL
Dave Wyrwas		Glatfelter Benefits Division	PA
Nyle Zikmund	Fire Chief	SBM Fire Department	MN
Sandra Facinoli	USFA Facilitator	USFA	
Joe Florentino	VCOS Board Member	Little Elm FD	
Sharon Baroncelli	Scribe	IAFC	
Chris Barron	Executive Director	Texas State Firemen & Fire Marshals	TX
Doug Branch	Fire Chief	Boring Fire Department	OR
Melvin Byrne	Division Chief	Virginia Department of Fire Programs	VA
Shane Cuttlers	Fire Chief	Raymond Volunteer Fire Department	NE
Duane Dodwell	Deputy Chief	Fairfax County Fire Department	VA
Skip Gibson	Fire Marshal, Retired	ISO	NJ
Don Jolley	Fire Chief	Pitt Meadows Fire Rescue Service	
Keith Minick	Fire Chief	City of Newberry	SC
Kevin Orme	Fire Chief	Dick Johnson Township Fire Department	IN
Jeff Siegrist	Regional Director	Provident Insurance	PA
Frank Sylvester	Deputy Chief	Ossining Fire Department	NY
John Welling	Fire Chief	Tabernacle Township	NJ
Larry McKenna	USFA Facilitator	USFA	
Steve Miller	VCOS Board Member	Cabin John Park VFD	
Carrie Abernathy	Scribe	IAFC	
Jeffrey Betz	Assistant Chief	Mendham Township Fire Department	NJ
Scott Brewer	Fire Chief	St Tammany Parish Fire Department 9	LA
John Buckman	Fire Chief	German Township Fire Department	IN
Ronny Coleman	Fire Chief, Retired		CA
Joe Davis	Fire Chief	Cy-Fair VFD	TX
Jason Green	Fire Chief	DeWitt Fire District	NY
Jack Jowett	EMAC Advisor	National Emergency Management Association	NY
David Peterson	Fire Chief	Plainfield Fire Department	MI
Michael Smith	Deputy Chief	Lititz Fire Company #1	PA
Kirk Thomsen	Training & EMS Chief	Ikiah Fire Department	CA
Peter Wobbe	Fire Chief	Red Rock Volunteer Fire Department	NV
Smiley White	USFA Facilitator	USFA	
Dan Eggleston	VCOS Board Member	Albermarle County FD	
Anne Davison	Scribe	IAFC	
Rob Brown	Fire Chief	Stafford County Fire/Rescue	VA
Bruce Johnson	Director Fire Service	ICC	NY
Thaddeus Lowden	Fire Chief	Evesham Fire-Rescue	NJ
Kenneth Morton Jr.	Fire Chief	Williston Fire Department	VT
Alan Predmore	Fire Chief	Buckley Fire Department	WA
Greg Redden	President	Redden Group LLC	ID
Dan Schaefer	Fire Chief	Two Rivers Volunteer Fire Department	TN
Mike Varney	Fire Chief	Ellington Volunteer Fire Department	CT

Name	Title	Organization	State
Al Yancey	Fire Chief	Minooka Fire Protection District	IL
Aaron Morris	Community Programs	USDA Rural Development	
Elizabeth Harman	Assistant Administrator	FEMA Grant Programs Directorate	
Dennis Lumberton	Fire Chief	Lumberton Fire Department	TX
Terry Gladhill	USFA Facilitator	USFA	
Dave See	VCOS Board Member	Salisbury FD	
David Stacy	Scribe	IAFC	
Garen Dodge	Attorney at Law	Jackson Lewis LLP	VA
Craig Haslam	Fire Chief	Fremont County Fire District	WY
Keith Kirshner	Coalitions Director	National Association of Towns and Townships	
Ken LaSala	Director IAFC Government Relations	IAFC	
Mike Macdonald	Editor	VCOS Steering Committee	NC
Anthony Mangeri	Assistant Professor	American Military University	NJ
John Morrison	Fire Chief	Vienna Volunteer Fire Department	VA
Eric Nagle	Fire Chief	Cashtown Community Fire Department	PA
Jona Olsson	Fire Chief	Latir Volunteer Fire Department	NM
Tim Tharp	Battalion Chief	Prince George's County Fire/EMS	MD
Thomas Cain	Scarsdale Fire Department	Scarsdale Fire Department	NY
Jennifer Ogle	USFA Facilitator	USFA	
Brett Waters	VCOS Board Member		
Steven Avato	Agent in Charge - Arson/Explosives	ATF/DOJ	
Barry Balliet	President	Provident Insurance	PA
Joe Bertoni	Program Analyst	ATF/DOJ	
Larry Curl	Fire Chief (ret)	Wayne Township FD	
Jason Hearnberger	Assistant Chief	Champions Fire Department	TX
Kyle Ienn	Fire Chief	Ralston Volunteer Fire Department	NE
Jonathan Jones	Training Officer	Clarendon County Fire Department	SC
Vince MacKenzie	Fire Chief	Grand Falls Windsor Fire Department	
Troy Markel	President	VFIS	
Kenneth Richards	Fire Chief	Old Mystic Fire Department	CT
Daniel Seidberg	President	IamResponding.com	NY
Shawn Stokes	Fire Chief	Dunn Loring Fire Department	VA
Janet Wilmoth	Editor	Fire Chief Magazine	IL
Alexandra Furr	USFA Facilitator	USFA	
Jim Wilson	VCOS Board Member	Mariposa County FD	
Joelle Fishkin	Scribe	IAFC	
Dustin Campbell	Division Chief	Roanoke County Fire Rescue	VA
Jeff Cash	Fire Chief & NVFC Rep	Cherryville Fire Department	NC
Rich Cowger	Fire Chief	Columbus Fire/Rescue	MT
Drew Dawson	Director	Office of EMS -NHTSA	
Joe Giorgi	Territorial Sales Manager	VFIS	
Robert Himes	Fire Chief	Bayside Fire Department	AK

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Name	Title	Organization	State
Thomas LaBelle	Executive Director	New York State Associate Fire Chiefs	NY
Greg Lawlor		Motorola Solutions	
Pete Mellits	Fire Chief	Bowie Volunteer Fire Department	MD
Michael Morgan	Fire Chief	Rifle Fire Protection District	CO
Tony Watson	Fire Chief	Pigeon Forge Fire Department	TN
Ken Farmer	USFA Facilitator	USFA	
Fred Windisch	VCOS Board Member	Ponderosa FD	TX
Tony Baker	Scribe	IAFC	